

Travel Plans

The Role of Human Resources Staff and
Trades Union Representatives in
Supporting Travel Plans



ENERGY EFFICIENCY

BEST PRACTICE
PROGRAMME

ABOUT THIS GUIDE

This Guide aims to make you aware of the role that human resources staff and trades union representatives can take in the development and support of travel plans. It shows how human resources staff and trades union representatives can help with the different elements of a travel plan, and provides examples of successful measures that have already been implemented by organisations throughout the UK that could be used to set up innovative schemes in your organisation.

This is one of a series of Guides published by the Government's Energy Efficiency Best Practice Programme to provide advice to organisations, and individuals within organisations, to promote sustainable transport behaviour.

This Guide is likely to be of value to people involved in staff liaison and welfare. It demonstrates how they can assist the implementation of travel plans with the support and co-operation of the workforce, and outlines the issues and areas where they can contribute to the effectiveness of travel plans



ACKNOWLEDGEMENTS

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TUC

Unison

Institute of Personnel and Development

The Generics Group

Cambridge City Council

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WHAT IS A TRAVEL PLAN?

A travel plan is a package of measures aimed at bringing transport and other business issues together in a co-ordinated strategy, with an emphasis on reducing reliance on single-occupancy car travel. Many organisations are introducing travel plans to encourage their staff, students or visitors to travel other than by private car, or not to travel at all, thus reducing congestion, pollution and the demand for parking space. Many travel plans are already being implemented, but the next few years will see an increase in the rate of introduction of new plans, bringing a wide range of opportunities for many businesses.

Travel plans are principally designed to increase choice and reduce reliance on the car. They are also implemented to assist in managing the transport needs of an organisation. Plans are being introduced predominantly for journeys to or from work, or for journeys made during the course of the working day. They involve the introduction of incentives for people to change their mode of travel, or to reduce the need to travel, such as through home working or video conferencing, sometimes coupled with restrictions on the use of private cars or increases in the cost of using cars – essentially a ‘carrot and stick’ approach.

Travel plans provide guidance to ensure that all employees are treated equally, irrespective of the mode of transport they choose to travel to work. Current practice often means that car users are better provided for than non-car users. Travel plans can help to redress the balance and provide greater transport choice.

There are other guides which provide detailed information on the benefits of travel plans and how to develop and implement a travel plan within an organisation. See Annex A for details.

THE ROLE OF HUMAN RESOURCES STAFF AND TRADES UNION REPRESENTATIVES

Why You Should be Involved

Implementing a travel plan is not usually the direct responsibility of human resources staff. Their support and that of staff representative organisations is, however, crucial if a travel plan is to succeed.

Travel plans affect the way that organisations go about their business, as well as the travel behaviour of employees. They can also have an impact on employees’ conditions of service, affecting issues such as allowances, benefits, workplace parking and recruitment and relocation packages, which are key concerns of human resources and trades union officials.

Travel plans can take organisations into new areas of activity and open up new ways of thinking. For travel plans to succeed, staff liaison is vital: staff need to be consulted and be encouraged to take ‘ownership’ of any new arrangements. Human resources staff and trades union representatives have particular skills and expertise in dealing with staff, which can contribute greatly to the successful implementation of a travel plan.

With everyone on board, travel plans can work to the benefit of an organisation, its employees and the environment.

WORKWISE IN HERTFORDSHIRE

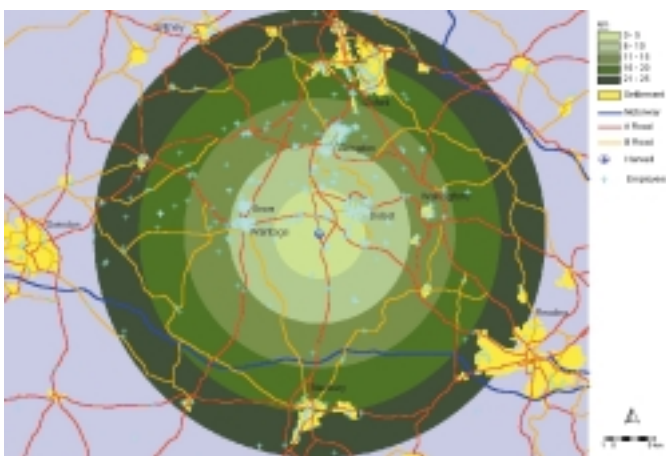
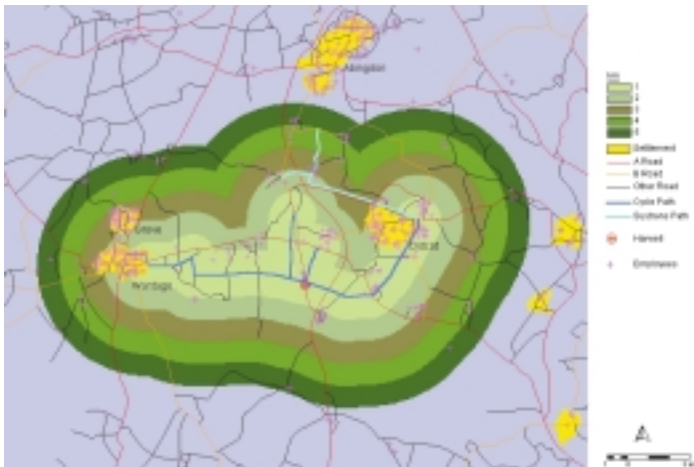
Hertfordshire County Council was one of the pioneers in developing initiatives to reduce staff travel and was the first Council to launch a TravelWise programme. The Council then added a WorkWise programme, which has as one of its aims the reduction of staff travel through flexible working practices.

Spearheaded initially by the Personnel department, pilots schemes were developed using staff focus groups and implemented by multidisciplinary project groups, including trades union representatives.

OPPORTUNITIES FOR INVOLVEMENT

Travel plans are typically led by a team with environmental or transport responsibilities. A 'Travel Plan Co-ordinator' is often appointed to manage the process of developing and implementing a plan. Cross-departmental or interdisciplinary project teams are commonly formed to deliver the travel plan. These teams form a link between those responsible for the plan and the individual departments that may wish to take advantage of it.

The following sections outline the main areas where human resources staff and trades union representatives can liaise with the Travel Plan Co-ordinator, and make significant contributions to the success of a travel plan.



HR representatives can help with post-code plotting to help understand employees' journey patterns.

Information Gathering

An essential part of developing a travel plan is gathering accurate information about employees, their travel behaviour and requirements. This information will usually need to include:

- *home address or postcode;*
- *work location(s);*
- *means of transport to work;*
- *times of travel;*
- *whether work requires use of a car;*
- *any other purposes served by journeys to and from work (such as taking children to school);*
- *basic personal information, such as age, gender, disabilities, etc.*

It is usually worthwhile conducting an attitude survey, to gain a view of how employees feel about alternative modes of travel and working arrangements.

Information gathered can be used for activities including post code plotting, to get an overview of employee locations and journeys. This, in turn, can form the basis of car-sharing projects and negotiations with public transport providers to put on new services and offer discounts to staff.

HOW YOU CAN HELP

Human resources staff may have particular experience of devising staff surveys and may also control, or have access to, tried and tested delivery mechanisms for contacting all staff. In addition, they can provide advice and information about employees to the Travel Plan Co-ordinator.

Employees often respond with caution, or even suspicion, when they receive surveys requesting personal information. It is vital that you prepare the ground, so that employees understand the purpose of the information and the uses to which it will be put.

Human resources staff have experience of working with the data protection legislation. It is important that its provisions are complied with when any new databases are set up or existing ones are used. It may be appropriate to make limited data available, to allow an understanding to be gained of employee locations and journeys without identifying individual employees.

OPPORTUNITIES FOR INVOLVEMENT

Raising Awareness of Travel Issues

An essential part of developing a travel plan is raising awareness of both the wider environmental issues and those directly affecting the organisation. Much of this awareness-raising will be carried out by the travel plan project team or company Travel Plan Co-ordinator.

In a large organisation, the internal communications department is likely to play a key role, for example through articles or promotions in company newsletters or magazines.

by making sure that the issues are kept at the forefront of strategic thinking and incorporated into new policy. Transport projects have a tendency to become marginalised, even after initial endorsement at senior levels. It is important to maintain a high profile for travel plan projects. Keeping senior management involved throughout the project and getting their endorsement when new initiatives are implemented are key to the success of a travel plan.

HOW YOU CAN HELP

Awareness-raising is an on-going process. A travel plan needs to be the subject of specific 'internal marketing' campaigns. Human resources staff are likely to be responsible for ensuring that potential and new recruits are made aware of company travel policies. They will also need to work with other parts of the organisation, for example marketing, to maintain a high level of awareness of the travel modes available to employees.

There is a need to raise awareness at all levels of an organisation. As a member of the senior management team, human resources directors can support the aims of sustainable transport planning

CAMBRIDGE CITY COUNCIL

Cambridge City Council plays a leading role in promoting local traffic reduction measures. As a founding member of the local 'Travel for Work' partnership, it recognised the need to develop a strategy for its own workforce.

The Council has developed a Travel for Work Plan which aims to enable employees to make more sustainable travel choices for journeys to and from work, and during the course of work, while still meeting the needs of council services.

The plan includes a wide range of measures, such as encouraging staff to give up their car park permits and to use bicycles instead of cars for business travel, with the incentive of claiming a new cycle mileage allowance.

The Personnel department and the UNISON representative have been closely involved in the development of the plan and the new travel options.



Raising awareness and continued marketing are important aspects of travel plans

OPPORTUNITIES FOR INVOLVEMENT



Reducing Commuter Mileage

Travel plans aim to reduce car travel, particularly single-occupancy car travel, by promoting viable alternatives, such as car sharing, public transport, cycling and walking. Specific measures may be proposed which will impact on the way people travel, and sometimes also on their employment conditions.

HOW YOU CAN HELP

At present many company policies, recruitment packages, contractual arrangements, and allowance and reimbursement schemes have the effect - either directly or indirectly - of encouraging car travel. Implementing changes to these arrangements and encouraging more environmentally-friendly forms of transport can prove very sensitive. As one trades unionist put it: 'No one can remember a transport arrangement review where employees ended up better off'.

It is important that staff are reassured about the purpose of travel plans and understand that it is not about reducing employee benefits. At present, employees who drive to work and who are provided with a parking space, are receiving a benefit that employees who do not drive to work do not receive. Travel plans provide benefits for non-car users, as well as providing more choice for existing car users. Human resource staff and trades union representatives need to work with the Travel Plan Co-ordinator to ensure that new schemes are fair and do not place undue burdens or unrealistic expectations on the workforce. Schemes which are perceived to introduce unfairness are unlikely to gain support. Consulting employees throughout the development of a travel plan should make sure that any such perceptions are identified early on in the process and dealt with before they become a big issue.

THE IMPACT OF THE JOURNEY TO WORK

The average worker in the UK commutes 2,912 miles/year - this amounts to some 78.5 billion commuting miles/year travelled by the UK workforce.

As well as contributing to the costs of congestion - estimated by the CBI to be around £20 billion/year - commuting incurs social costs to local communities and health costs to the workforce (in terms of accidents, stress and pollution-related illnesses).

Companies need to assess the costs and benefits of supporting employee commuter travel, as well as the impact of congestion costs on their business.

ALTERNATIVE BENEFITS

Boots employees who have 'status' company cars can choose to take a cash alternative. It is also possible to trade down to a smaller capacity car and retain the cash difference.

Bass employees who have a company car and drive less than 10,000 miles/year can opt for a cash alternative.

BAA Heathrow introduced a scheme to pay employees £200 to give up their car parking space.



OPPORTUNITIES FOR INVOLVEMENT

New forms of benefit may be better received if they are the result of employee suggestions. Important elements of alternative transport arrangements may well develop from a 'bottom up' rather than 'top down' approach. Good communications and effective staff liaison are vital if this is to be achieved.

Particular measures that would benefit from the backing of the workforce include:

- introducing alternative transport allowances that create a 'level playing field' between using cars and other forms of transport, such as public transport or bicycles;
- altering policies on the provision of company cars;
- removing dedicated car parking spaces for senior management;
- introducing dedicated car parking spaces for car sharers;
- reducing the number of car parking spaces;
- introducing car parking charges on site, either through ticket machines or permit payments deducted from salaries;
- altering relocation packages to encourage people to live closer to the workplace;
- providing employee travel benefits (such as works buses, or bulk purchases of season tickets sold on at a discount);
- providing tax and benefit advice on travel plan schemes;
- providing facilities to encourage alternative transport modes, such as showers or changing rooms for cyclists;
- introducing flexible working practices, such as 'location-independent working' to eliminate or reduce the need for travel;
- setting organisation-wide targets for travel reduction.

PFIZER

Pfizer employees are given a swipe card with £400 of credit each year. A fixed fee is deducted each time the card is used to enter the car park. Any credit remaining on the card at the end of the year can be traded in for cash. This provides a financial incentive for employees not to drive to work each day.

THE GENERICS GROUP, CAMBRIDGE

Involving employees and putting their interests clearly at the heart of travel plans are key elements for successfully reducing car dependency.

The Generics Group is an expanding technology consultancy employing 185 staff at its Cambridgeshire site. In 1995, the Company moved from the edge of Cambridge to new premises in Harston, six miles south of the city. The Company has been remarkably successful in preventing dependence on car travel in an area with little public transport provision, through a continuously-evolving 'Green Travel Policy'.

As well as business and environmental objectives, the Policy emphasises benefits for staff and aims to:

- improve opportunities for employees without cars;
- bring health and stress-reduction benefits for all staff;
- prove The Generics Group to be a supportive employer for those wishing to cycle.

Currently 11% of staff cycle to work, the majority of them over five miles. In addition to providing excellent facilities and information for cyclists, the company encourages cycling through regular fun activities such as 'village pub rides'.

The human resources function has played a central role in developing the cycle-friendly scheme and other initiatives, such as:

- phasing out company cars;
- introducing reduced, flat-rate mileage payments;
- providing pool cars, so employees need not bring a car;
- introducing a guaranteed ride home scheme.

Liaising with staff and addressing tax and contractual issues are areas where positive personnel involvement makes a big difference to the success of a scheme. At Generics, much of the success of the policy is attributed to the human resources department positively and actively supporting an employee-led initiative.

OPPORTUNITIES FOR INVOLVEMENT

Reducing Business Mileage

Some organisations developing a travel plan may first develop a 'Green Commuter Plan' or a 'Company Commuter Plan'. These plans focus on reducing commuter traffic to and from the workplace at peak times, and reducing the pressure on scarce car parking space. Many organisations are also seeking to address the environmental impact of their business transport, for example by reducing the amount of business mileage undertaken by staff and improving the fuel efficiency of their fleet vehicles. Environmentally-aware business travel measures include:

- *driver training, to reduce fuel consumption;*
- *encouraging cycling, for example by providing 'pool' bikes or paying cycle allowances;*
- *encouraging the use of public transport;*
- *promoting new forms of electronic communication between sites or with customers and suppliers.*

ROLLS ROYCE PLC

Rolls Royce plc in Derby withdrew mileage payments to staff for journeys between sites in the local area. At the same time the Company quadrupled the frequency of its intra-site bus service and improved information about the service. Cost savings for the Company have been significant, even when the additional costs of the bus service are taken into consideration.

HOW YOU CAN HELP

Many of the issues applying to altering commuter travel behaviour apply to changing business travel. Creating a climate of co-operation and a consensus for managing change is essential.

It is important that the measures proposed do not add to the workload of individuals or make their work more difficult or less safe. Just as employees need to understand the aims of the travel plan and the bottom line issues of reducing the costs of business travel, so do managers need to be fully-

aware of any issues resulting from changing the policy on business travel, such as:

- the impact of increasing the time it may take to do a job;
- the additional work that can be carried out whilst travelling, for example on the train;
- issues of manual handling (e.g. carrying equipment for longer distances);
- issues of personal safety (e.g. travelling to remote locations or working late into the evening).

Few of these issues are likely to prove insurmountable but, once again, it is preferable that they be addressed earlier, rather than later, in the development of a travel plan.

THE COST OF BUSINESS TRAVEL

An organisation with 50 cars each doing 30 mpg and 15,000 in-work miles/year @ £3.65 per gallon (81p/litre), excluding VAT (Note: companies can reclaim VAT), will have a total fuel bill of £91,250 per year.

The introduction of more fuel-efficient vehicles could increase average mpg to 40 mpg. This would reduce the total fuel bill to £68,440, realising a saving of £22,810/year (25%) over the same number of miles.

Introducing "Travel Substitution" Measures Through New Ways of Working

Using information and communication technologies (ICT) to introduce new ways of working is becoming increasingly common. While 'teleworking' is usually introduced for reasons of efficiency, it is also being promoted by many organisations as a means of reducing or eliminating both commuter and business travel. Teleworking forms a key element of many travel plans. While full-time home-based teleworking is rare, it is in wide use as a part-time work option, for site-to-site communications and to reduce the need to travel for mobile workers.

OPPORTUNITIES FOR INVOLVEMENT

HOW YOU CAN HELP

Introducing new ways of working involves many issues that go beyond the established scope of travel plans. Organisations may need to seek specialist help in dealing with the technological and process issues involved.

However, as with the other measures outlined here to encourage alternative modes of transport, the co-operation and consent of the workforce is a vital if teleworking is to succeed.

Issues that need to be addressed include:

- any contractual issues relating to location of employment;
- eligibility for allowances for travel from home (i.e. for business travel and travel to the office if it is no longer the main place of work);
- any questions of tax, insurance and planning permission related to home-based teleworking;
- health and safety issues outside the 'normal' workplace;
- supervision, performance, training, communication and support issues.

It is quite possible to exaggerate these issues. While there is a legitimate concern, for example, about health and safety issues involved in working from home, it is important to remember that commuting and business travel pose far greater risks. Over 3,500 people are killed each year on UK roads, and 45,000 are seriously injured. Hazards in the home office tend to relate to injuries resulting from inappropriate home office furniture, poor practice in using computers and tripping over incorrectly placed cables.

The key issue is how to set up appropriate mechanisms for risk assessment and monitoring for new working practices.

HSE ADVICE ON HOMEWORKING

As yet, there is no legal framework specifically-targeted at regulating health and safety for home-based teleworking. Many of the existing laws and regulations which apply to workplaces do, however, also apply by extension to the home when used as a workplace.

The Health & Safety Executive has produced a leaflet outlining the issues and the regulations which apply, called *Homeworking*. The leaflet is available through the government's website at www.open.gov.uk/hse/pubns/homework.htm



INTEGRATING "SUSTAINABLE TRANSPORT THINKING" INTO THE WORKPLACE

When travel plans are introduced, they raise many issues about change. While they aim to change the travel behaviour of organisations and individuals, they may also, as a consequence, change working practices to some degree.

The same kind of thinking that contributes to the development of a travel plan should, ideally, spread further and influence organisational practices, maybe even challenging some traditional preconceptions. The following areas frequently have a transport dimension. Discussions in these areas provides an opportunity for raising the issue of transport planning or even for generating a travel plan initiative, if one does not already exist.

■ Recruitment

'Sustainable transport thinking' should form part of any review of recruitment criteria. Many organisations - including some that promote high environmental standards - require, as a matter of course, that managers are able to drive. While this may be essential in some cases, there are many instances where it is not, and the policy may limit the size of the labour pool for a particular job purely on a non-technical/specialist issue. Ensuring a choice of transport modes can effectively increase the labour pool for any vacant position.

Similarly, while teleworking is often introduced on a voluntary basis, practice varies even in companies where it is well-established as a way of working. It may be appropriate to advertise new posts as being on a teleworking basis, or as 'ideal for person able to work some of the time from home'.

■ Equal opportunities

For people unable to drive - whether through incapacity or being unable to afford a car - many avenues to employment are cut off. Supporting travel modes other than the car is, in this respect, an equal opportunities issue. Supporting the development of new bus routes, cycleways, safe walking routes, car-sharing clubs, works buses and teleworking provides equal access for all.

■ Employee benefits

Human resources staff and trades union representatives are frequently involved in discussions and negotiations relating to employee benefits. It is important that the transport effects of employee benefits are taken into account in these discussions, not purely the monetary value to the employee. There is considerable scope for imagination in the area of benefits, particularly for reducing the emphasis on car-related benefits. For example, many companies now offer alternative, mainly cash, benefits instead of company cars. While some measures may remove benefits for car users, the provision of other travel plan measures will increase the choice for all employees.

Interlogica (near Cambridge) gives staff two minutes extra holiday a year for every day that they don't use a car to travel to work.

■ On-site facilities

Large organisations or business parks may develop a range of on-site facilities, frequently in response to requests from employees or tenant companies. The transport effects of these developments should be taken into account. Some on-site facilities may be directly transport related, e.g. a bus stop or showers and locker rooms for cyclists. Other facilities may be developed for the benefit of employees and yet have a secondary beneficial transport effect; for example cash-points, shops, cafes and bars can significantly reduce lunch-time car travel.

Birmingham Midshires Head Office in Wolverhampton has provided a general store, high quality sandwich bar and restaurant facilities to encourage staff to remain on-site during their lunchbreaks.

INTEGRATING "SUSTAINABLE TRANSPORT THINKING" INTO THE WORKPLACE

■ Restructuring and relocation

The restructuring of organisations almost invariably has transport effects, frequently involving the relocation of individuals, departments or whole sites. Relocation or the consolidation of separate offices onto a single edge-of-town site has, in numerous instances, been shown to generate many extra trips and deprive employees of easy access by public transport, cycling and walking.

Planning authorities are increasingly requiring firms to set up travel plans when applying to develop sites out of town. Even without this external requirement, those involved in relocation negotiations need to include transport considerations in their thinking.

■ Outsourcing arrangements

For companies developing travel plans, it is important that external or contracted-out services are included in the framework of thinking. Employees of third party organisations working on-site should, ideally, have access to the same or similar alternative transport arrangements (e.g. works buses, cycle lockers, etc). Look at including sustainable transport considerations in tendering documents and the selection process for contractors.

Those involved in advising staff and organisations need to keep up-to-date with developments in travel-related issues. Work-related travel is bound to be affected by the innovative measures proposed for the near future.

PREPARING FOR FUTURE MEASURES

The Government is committed to introducing traffic-reduction measures and to achieving a shift in travel behaviour towards more environmentally-friendly forms of travel. The approach to achieving this was outlined in the 1998 White Paper *A New Deal for Transport - Better for Everyone*. More detail has been added on particular measures in subsequent policy consultation papers and in the Queen's speech in November 1999.

Organisations are likely to face a mixture of fiscal incentives and regulatory initiatives (such as workplace parking charges, changes to company car rules, etc) aimed at concentrating their efforts on becoming more efficient in the way they undertake work-related travel. In addition, some organisations may have to meet targets for travel reduction. These targets may be self-imposed (especially in the public sector), or may be felt indirectly due to measures introduced by local authorities to reduce traffic and pollution in specific areas.

Already local authorities are developing Local Transport Plans, in which they will be developing local measures for traffic reduction and improving alternatives to the car. A number of Councils are considering becoming pilot authorities for introducing workplace parking charges and other innovative traffic-reduction measures.



ANNEX A SOURCES OF INFORMATION



TRAVEL PLAN GUIDES

There are many guides available on how to implement a travel plan. The Government has recently published two guides, which are free and give an excellent overview of the subject:

- Preparing your organisation for transport in the future: The benefits of Green Transport Plans.
- A Travel Plan Resource Pack for Employers: an Essential Guide to developing, implementing and monitoring a travel management strategy for your organisation.

Both of these guides are available free through the Environment and Energy Helpline on 0800 585794.

GENERAL ADVICE ON TRAVEL PLANS

Several organisations offer general advice on setting up and running travel plans. The ones listed here may be able to help you directly, or may refer you to other local or more detailed sources, depending on the nature of your enquiry.

Association for Commuter Transport (ACT)
1 Vernon Mews, Vernon Street
London W14 0RL
Tel: 020 7348 1977 Fax: 020 7348 1989
E-mail: mail@act-uk.com
<http://www.act-uk.com>

The ACT is an association for employers and a source of advice and information on travel plans. Meetings are held regularly, to which all members are welcome. For advice or information about joining the ACT, contact Andy Costain or Katherine Mitchell.

Environment and Energy Helpline
Tel: 0800 585794
E-mail: etbppenhelp@aeat.co.uk
Website: <http://www.energy-efficiency.gov.uk>

The Environment and Energy Helpline can provide free, independent information and advice on travel plans.

Department of the Environment, Transport and the Regions (DETR)
Zone 1/22
Great Minster House
76 Marsham Street
London SW1P 4DR
Contact: Helen Evans
Tel: 020 7944 4904 Fax: 020 7944 2167
E-mail: Helen_Evans@detr.gsi.gov.uk

The DETR is the Government Department responsible for transport and environmental policy. DETR can provide information on Government policy in the area of travel plans.

The DETR website contains information on travel plans. It can be viewed at <http://www.local-transport.detr.gov.uk/travelplans/index.htm>

The Government's White Paper on the Future of Transport, 'A New Deal for Transport', is available from: The Stationery Office Publications Centre
PO Box 276
London SW8 5DT
Telephone orders: 0870 600 5522

ADVICE ON TELEWORKING

The Telework, Telecottage and Telecentre Association (TCA)
Tel: 0800 616008
Website: <http://www.tca.org.uk>

Information Society Initiative (ISI)
Tel: 0345 15 2000 (ISI Business Infoline)
E-mail: info@isi.gov.uk
Website: <http://www.isi.gov.uk>

ISI produces a best practice guide aimed at companies, individual employers and employees, all of whom could benefit from working somewhere other than in a conventional office-based environment. ISI aims to increase opportunities for remote working and to raise issues that should be considered before changing the personal/company way of work. The ISI guide entitled '*Working anywhere, exploring telework for individuals and organisations*', published October 1998, is available free from the ISI.

The Home Office Partnership
Web-site: <http://www.flexibility.co.uk>

The Home Office Partnership website provides case studies of companies that have introduced teleworking. The Partnership has also produced a guide entitled '*Telecommuting 2000. The future of transport in the Information Age*', available through the website.

ANNEX B LOCAL AUTHORITY CONTACTS

The list below provides contacts within local authorities who are responsible for TravelWise, travel plans/Initiatives or Business TravelWise. This list was current at the time of preparation of the guide, and will be updated from time to time reflecting the rapidly growing numbers of local authority staff being given a travel plan brief to manage.

NORTHERN ENGLAND

Greater Manchester Passenger
Transport Authority

Fiona Hamilton 0161 234 3338

Blackpool Borough Council

Ian Thompson 01253 476181

Bolton M.B.C

Paul Feehily 01204 333333 ext. 6113

Bradford Metropolitan District Council

Martin Revill 01274 757420

Bury M.B.C

Tony Williams 0161 253 5273
t.williams@bury.gov.uk

Calderdale Council

David Holdstock 01422 392160

Cheshire County Council

Jamie Matthews 01244 603996

Cumbria County Council

Ken Blenchain 01228 606739

Durham County Council

Hugh Stevenson 0191 383 3926

Kingston Upon Hull City Council

Graham Hall 01482 612024

Knowsley M.B.C

Michael Cairns 0151 443 2366

Lancashire County Council

Howerd Booth/Kathy Stacey 01772 263649

Leeds City Council

Jonathan Brown 0113 247 8914

Lincolnshire County Council

Andrew Thomas 01522 553153

Liverpool City Council

Steve Lindfield 0151 233 4304

Manchester City Council

Nigel Gilmore 0161 234 4063

Merseytravel

Sarah Dewar 0151 330 1296

North East Lincolnshire Council

Stephen Kempke 01472 324262

North Lincolnshire Council

Mike May 01724 297470

Northumberland County Council

Gordon Harrison 01670 533975

Oldham M.B.C

Joanne Betts 0161 911 4346

Peak District National Park

Martin Smith 01629 816200

Rochdale M.B.C

Nick Clarke 01706 864371

Rotherham M.B.C

Joanne Vine 01709 822186

Salford M.B.C

Darren Findley 0161 793 3849

Stockport M.B.C

Paul Dandy 0161 474 4394

St Helens M.B.C

John Harrison 01744 456188

Sunderland City Council

Amelia Forrester 0191 553 1524

Tameside M.B.C

Carol Willgoose 0161 342 3920

Trafford M.B.C

Josie Wride 0161 912 4397

Wakefield City Council

James Stephenson 01924 206060

ANNEX B LOCAL AUTHORITY CONTACTS

Warrington Borough Council		Leicester City Council	
Mike Batheram	01925 442684	Howard Thomas	0116 252 6563
Wigan M.B.C		Leicestershire County Council	
Barry King	01942 404234	Dave Abbot	0116 265 7263 ext 7178
Wirral M.B.C		Norfolk County Council	
Steve Whitehouse	0151 666 4005	David Cumming/Paul Holloway	01603 222733
York City Council		Nottingham City Council	
Daniel Johnson	01904 613161	Jennie Maybury/Jeremey Prince	0115 915 5218
	Daniel.johnson@york.gov.uk	Nottingham County Council	
		Steve Colvert	0115 977 4365
CENTRAL ENGLAND		Oxford City Council	
Birmingham City Council		Peter Man	01865 252167
Mike Cooper	0121 303 7249	Oxfordshire County Council	
	Mike_Cooper@birmingham.gov.uk	Rachel Gover	01865 815496
Cambridge City Council		Rutland County Council	
Graham Hughes/David Parkin	01223 457177	Ashley Holland	01572 758290
Cambridgeshire County Council		Sandwell M.B.C	
Wyn Hughes	01223 717500	Alan Tilly	0121 569 4261
Centro		Shropshire County Council	
William Staniforth	0121 214 7079	Martin Withington	01743 253131
Coventry City Council		Solihull M.B.C	
Jan Cook	024 7683 2041	Kay Shilton	0121 704 6000
Derby City Council		South Gloucestershire	
Christine Durrant	01332 715037	Lesley Organ	01454 863607
	Christine.durrant@derby.gov.uk	Staffordshire County Council	
Derbyshire County Council		Nick Lloyd/Sonia Atkins	01785 276610
Steve Cannon	01629 580000 ext. 7148	Stoke-on-Trent City Council	
Dudley M.B.C		Austin Knott/John Nichol	01782 232635
Don McDougal	01384 815433	Telford and Wrekin District Council	
Gloucestershire County Council		Colin Knight	01952 202100
Paul Hardyman	01452 425557	Walsall M.B.C	
Ipswich Borough Council		Marie Newton	01922 652561
John Jacobs	01473 262061		

ANNEX B LOCAL AUTHORITY CONTACTS

Warwickshire County Council
Sally Silk 01926 413428
travelwise@dial.pipex.com

Wolverhampton M.B.C
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The Government's Energy Efficiency Best Practice Programme provides impartial, authoritative information on energy efficiency techniques and technologies in industry, transport and buildings. The information is disseminated through publications, videos and software, together with seminars, workshops and other events. Publications within the Best Practice Programme are shown opposite.

For further information visit our web site at www.energy-efficiency.gov.uk or

for buildings-related topics please contact:

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Energy Consumption Guides: compare energy use in specific processes, operations, plant and building types.

Good Practice: promotes proven energy efficient techniques through Guides and Case Studies.

New Practice: monitors first commercial applications of new energy efficiency measures.

Future Practice: reports on joint R & D ventures into new energy efficiency measures.

General Information: describes concepts and approaches yet to be fully established as good practice.

Fuel Efficiency Booklets: give detailed information on specific technologies and techniques.

Energy Efficiency in Buildings: helps new energy managers understand the use and costs of heating, lighting etc.

